

6 September 1979

MEMORANDUM FOR: All NIOs

SUBJECT : Data

In pursuit of the project DD/NFA has asked me to undertake, I will be scheduling discussions with each of you over the next two weeks. In order not to clutter up those sessions, it would be useful if each of you could give me on paper responses to the following:

-- Roughly what percentage of your time (through August 79) has been spent on each of the following:

A. Within the Community

1. Planning production programs?
2. Managing NIEs and IIMs (including coordination)?
3. Drafting NIEs and IIMs?
4. General Community liaison?
5. "Warning"?
6. Collection?

B. Within NFAC

1. Planning production programs?
2. Managing specific papers?
3. Drafting papers?
4. Staff support of DD/NFA (including message carrying to offices)?
5. Current intelligence publications?

C. In support of the DCI

1. Staffing for PRC/SCC, etc., meetings?
2. Presidential briefings?
3. Congressional briefings?
4. Other?

D. In the policy world

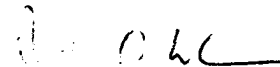
1. Participation in meetings?

2. Maintaining liaison with policy officers/consumers?

E. Other

1. Training lectures
2. Dealing with consultants (other than A<sub>2</sub> and B<sub>2</sub> above)?
3. Academic meetings and public appearances?
4. Anything omitted (other than administration, men's room, etc.)?

- Ditto for each of your assistants.
- Which of these activities do you consider have been your first, second, and third priorities (in importance, not in time spent)?
- Which should be first, second, and third?
- Which, if any, do you consider should not be the responsibility of an NIO?
- Are there any activities, not listed above, that an NIO should be responsible for but is presently not?



Richard Lehman  
NIO for Warning

	<u>Current Priorities</u>	<u>Ideal Priorities</u>	<u>Not NIO Responsibility</u>
<u>AF</u>	<ol style="list-style-type: none"> <li>1. Drafting NIEs/IIMs</li> <li>2. Staffing for PRC/SCC mtgs</li> <li>3. Presidential briefing</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafting NIEs/IIMs</li> <li>2. Drafting NIEs/IIMs</li> <li>3. Liaison w/policy officers &amp; consumers</li> </ol>	<ol style="list-style-type: none"> <li>1. Planning production (in NFAC)</li> <li>2. Managing specific papers ("</li> <li>3. Drafting papers</li> <li>4. Staff support of DD/NFA</li> <li>5. Current intel pubs (in NFAC)</li> </ol>
<u>EAP</u>	<ol style="list-style-type: none"> <li>1. Managing NFAC papers</li> <li>2. General Community liaison</li> <li>3. Presidential briefings</li> </ol>	<ol style="list-style-type: none"> <li>1. Liaison w/policy officers &amp; consumers</li> <li>2. Managing NFAC papers</li> <li>3. Drafting long-range estimative papers</li> </ol>	<ol style="list-style-type: none"> <li>1. Current intelligence</li> <li>2. Managing NFAC papers</li> </ol>
<u>LA</u>	<ol style="list-style-type: none"> <li>1. Planning production &amp; managing NIEs/IIMs</li> <li>2. Staffing PRC/SCC mtgs, Presidential &amp; Congressional briefings</li> <li>3. Maintaining liaison</li> </ol>	<ol style="list-style-type: none"> <li>1. Staffing PRC/SCC mtgs, Presidential &amp; Congressional briefings</li> <li>2. Planning production &amp; managing NIEs/IIMs</li> <li>3. Participation in meetings &amp; maintaining liaison</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafting NIEs/IIMs</li> </ol>
<u>NP</u>	<ol style="list-style-type: none"> <li>1. DCI</li> <li>2. Policy world</li> <li>3. Community</li> </ol>	<ol style="list-style-type: none"> <li>1. DCI</li> <li>2. Policy world</li> <li>3. Community</li> </ol>	<ol style="list-style-type: none"> <li>1. Current intel &amp; other NFAC production activities</li> <li>2. Coordinating CIA positions on NIEs &amp; other Community production</li> </ol>
<u>NESA</u>	<ol style="list-style-type: none"> <li>1. DCI support</li> <li>2. Liaison w/policymakers</li> <li>3. Reading traffic</li> </ol>	<ol style="list-style-type: none"> <li>1. DCI support</li> <li>2. Liaison w/policymakers</li> <li>3. Managing Community papers</li> </ol>	<ol style="list-style-type: none"> <li>1. NIOs should handle <u>only</u> liaison w/policymakers &amp; liaison w/DDO</li> </ol>

	<u>Current Priorities</u>	<u>Ideal Priorities</u>	<u>Not NIO Responsibility</u>
<u>SS</u>	1. Support to DCI/DDCI 2. Support to DD/NFA 3. Policy liaison	1. Support to DCI/DDCI 2. Support to DD/NFA 3. Policy liaison	1. Staffing of NITs process 2. Misc. DD/NFA staff tasks
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<u>SP</u>	1. Community collection, re- search & production 2. Support to DCI 3. Support to consumers	1. Community collection, re- search & production 2. Support to DCI 3. Support to consumers	1. Drafting NIEs/IIMs 2. Drafting papers
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<u>USSR</u>	1. Support of DCI 2. Policy world 3. Community	1. Support of DCI 2. Policy world 3. Community	
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	<u>Current Priorities</u>	<u>Ideal Priorities</u>	<u>Not NIO Responsibility</u>
<u>AF</u>	<ol style="list-style-type: none"> <li>1. Drafting NIEs/IIMs</li> <li>2. Staffing for PRC/SCC mtgs</li> <li>3. Presidential briefing</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafting NIEs/IIMs</li> <li>2. Drafting NIEs/IIMs</li> <li>3. Liaison w/policy officers &amp; consumers</li> </ol>	<ol style="list-style-type: none"> <li>1. Planning production (in NFAC)</li> <li>2. Managing specific papers ("</li> <li>3. Drafting papers</li> <li>4. Staff support of DD/NFA</li> <li>5. Current intel pubs (in NFAC)</li> </ol>
<u>EAP</u>	<ol style="list-style-type: none"> <li>1. Managing NFAC papers</li> <li>2. General Community liaison</li> <li>3. Presidential briefings</li> </ol>	<ol style="list-style-type: none"> <li>1. Liaison w/policy officers &amp; consumers</li> <li>2. Managing NFAC papers</li> <li>3. Drafting long-range estimative papers</li> </ol>	<ol style="list-style-type: none"> <li>1. Current intelligence</li> <li>2. Managing NFAC papers</li> </ol>
<u>LA</u>	<ol style="list-style-type: none"> <li>1. Planning production &amp; managing NIEs/IIMs</li> <li>2. Staffing PRC/SCC mtgs, Presidential &amp; Congressional briefings</li> <li>3. Maintaining liaison</li> </ol>	<ol style="list-style-type: none"> <li>1. Staffing PRC/SCC mtgs, Presidential &amp; Congressional briefings</li> <li>2. Planning production &amp; managing NIEs/IIMs</li> <li>3. Participation in meetings &amp; maintaining liaison</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafting NIEs/IIMs</li> </ol>
<u>NP</u>	<ol style="list-style-type: none"> <li>1. DCI</li> <li>2. Policy world</li> <li>3. Community</li> </ol>	<ol style="list-style-type: none"> <li>1. DCI</li> <li>2. Policy world</li> <li>3. Community</li> </ol>	<ol style="list-style-type: none"> <li>1. Current intel &amp; other NFAC production activities</li> <li>2. Coordinating CIA positions on NIEs &amp; other Community production</li> </ol>
<u>NESA</u>	<ol style="list-style-type: none"> <li>1. DCI support</li> <li>2. Liaison w/policymakers</li> <li>3. Reading traffic</li> </ol>	<ol style="list-style-type: none"> <li>1. DCI support</li> <li>2. Liaison w/policymakers</li> <li>3. Managing Community papers</li> </ol>	<ol style="list-style-type: none"> <li>1. NIOs should handle <u>only</u> liaison w/policymakers &amp; liaison w/DDO</li> </ol>
<u>SS</u>	<ol style="list-style-type: none"> <li>1. Support to DCI/DDCI</li> <li>2. Support to DD/NFA</li> <li>3. Policy liaison</li> </ol>	<ol style="list-style-type: none"> <li>1. Support to DCI/DDCI</li> <li>2. Support to DD/NFA</li> <li>3. Policy liaison</li> </ol>	<ol style="list-style-type: none"> <li>1. Staffing of NITs process</li> <li>2. Misc. DD/NFA staff tasks</li> </ol>
<u>SP</u>	<ol style="list-style-type: none"> <li>1. Community collection, re-search &amp; production</li> <li>2. Support to DCI</li> <li>3. Support to consumers</li> </ol>	<ol style="list-style-type: none"> <li>1. Community collection, re-search &amp; production</li> <li>2. Support to DCI</li> <li>3. Support to consumers</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafting NIEs/IIMs</li> <li>2. Drafting papers</li> </ol>
<u>USSR</u>	<ol style="list-style-type: none"> <li>1. Support of DCI</li> <li>2. Policy world</li> <li>3. Community</li> </ol>	<ol style="list-style-type: none"> <li>1. Support of DCI</li> <li>2. Policy world</li> <li>3. Community</li> </ol>	

I. What percentage of Assistant NIO's time has been spent on the following:

	<u>AF</u>	<u>CF</u>	<u>CH</u>	<u>EAP</u>	<u>LA</u>	<u>NP</u>	<u>NESA</u>	<u>PE</u>	<u>SS</u>	<u>SP</u>	<u>USSR</u>	<u>WE</u>
<u>Within the Community</u>	<u>31</u>	<u>38</u>		<u>44-36</u>	<u>30</u>	***	****	<u>5-3</u>	<u>30-25</u>	<u>45-45</u>	<u>40-40</u>	
1. Planning production	5	2		3-5	5	***	****	0-0		- 5		
2. Managing NIEs/IIMs	15	26		10-5	10	***	****	0-0		-35		
3. Drafting NIEs/IIMs	0	5		5-5	15	***	****	0-0		- 0		
4. Community liaison	1	5		20-10	(	***	****	3-1		- 5		
5. "Warning"	5	0		5-10	(10	***	****	0-0		- 0		
6. Collection	5	0		1-1	(	***	****	2-2		- 0		
<u>Within NFAC</u>	<u>2</u>	<u>60</u>		<u>34-21</u>	<u>15</u>	***	****	<u>50-50</u>	<u>35-30</u>	<u>5-5</u>	<u>35-20</u>	
1. Planning production	*	2		1-5	5	***	****	5-5		- 0		
2. Managing specific papers	0	53		20-5	5	***	****	20-20		- 0		
3. Drafting papers	0	5		10-5	5	***	****	20-20		- 0		
4. Staff support of DD/NFA	1	0		3-5	0	***	****	0-0		- 0		
5. Current intel pubs	1	0		0.5-1	0	***	****	5-5		- 5		
<u>In Support of DCI</u>	<u>2</u>	<u>0</u>		<u>10-20</u>	<u>20</u>	***	****	<u>15-9</u>	<u>5-5</u>	<u>25-25</u>	<u>20-25</u>	
1. Staffing for PRC/SCC	1	0		0-5	7	***	****	3-2		- 5		
2. Presidential briefings	1	0		10-10	10	***	****	10-5		- 5		
3. Congressional briefings	0	0		0-5	3	***	****	2-2		-15		
4. Other	0	0		0-0	0	***	****	0-0		- 0		
<u>In Policy World</u>	<u>31</u>	<u>1</u>		<u>12-10</u>	<u>15</u>	***	****	<u>20-25</u>	<u>20-35</u>	<u>5-5</u>	<u>5-10</u>	
1. Participation in meetings	5-10	1		2-0	5	***	****	5-15		- 0		
2. Maintaining liaison w/policy officers/consumers	2	0		10-10	10	***	****	15-10		- 5		
<u>Other</u>	<u>60</u>	<u>1</u>		<u>3-13</u>	<u>20</u>	***	****	<u>10-13</u>	<u>10-5</u>	<u>5-5</u>	<u>0-5</u>	
1. Training lectures	0	0		0-3	5	***	****	3-3		- 5		
2. Dealing with consultants	0	1		0-10	10	***	****	3-5		- 0		
3. Academic meetings/public appearances	0	0		3-10	5	***	****	3-5		- 0		
4. Anything omitted**												

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- \* - See A1
  - \*\* - Separate data sheet
  - \*\*\* - NIO & A/NIOs combined
  - \*\*\*\* - No information for assistants provided

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I. What percentage of NIO's time has been spent on the following: (E.(4) Anything omitted)

	<u>NIO</u>	<u>Assistants</u>	<u>Other Activities</u>
AF	20%	60%	Keeping informed
CF	0%	0%	
CH			
EAP		0%	
LA		0%	
NP	40%*		(Nothing specific listed)
NESA	3%* 10%*		Coordination w/DDO, including liaison contacts. Reading cables & other written material on my area.
PE	3%	1% & 0%	Congressional testimony
SS	**	**	(Nothing specific listed)
SP	15%	15% & 20%	Maintenance of professional knowledge
USSR			
WE			

\* - NIO & A/NIOs combined

\*\* - % not broken down into sub-questions